



# 19TH Theater Support Command

## Inspector General



Inspections

Assistance

Investigations

19th TSC Regulation 1-201  
Inspection Policy  
Training

**Teaching**  
**&**  
**Training**



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## Definition of an Inspection

**“ An evaluation which measures performance against a standard and should identify the cause of any deviation. All inspections start with compliance against a standard. Commanders tailor inspections to their needs.”**

**A standard is the way things should be.**



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### 19th TSC Regulation 1-201

- Identifies responsibilities and principles
- Defines inspection terms and concepts
- Provides inspection guidance
- **Establishes the Organizational Inspection Program(OIP)**
- Urges the integration of inspections



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# Inspection Policy

- Follow inspection principles
- Scheduled and tailored
- ID Problems without regard to difficulty
- Fix problems or direct to proper level for resolution
- **IG maintains a summary of all inspections**
- Spread innovative ideas and teach and train
- Commendable performances are recognized
- **All inspections and audits conducted within the unit are encompassed into a single, well coordinated, cohesive OIP**



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# **Principles of Inspection**

**TAILORED**

**PERFORMANCE ORIENTED**

**MISSION ORIENTED**

**PURPOSEFUL**

**OFFICER IN CHARGE**

**REALITY CHECK**

**COORDINATED**

**CORRECTIVE ACTION**

**ROOT CAUSES**

**TEACHING**

**LESSONS LEARNED**

**STENGTHS/SHORTCOMINGS**

**REPORT**

**FOLLOW-UP PROCEDURES**



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### **The OIP**



- **Commander's Program and a Command Responsibility**

**The OIP provides the commander with an organized management tool to identify, prevent, or eliminate problem area while protecting valuable unit training time**

- **Established from Battalion through TSC command levels**

**Foundation is the inspection of companies by battalions, battalions by Groups, Groups by the TSC**

- **Includes 5 components**
- **Completes and reinforces other evaluations**
- **Minimizes the duplication of evaluations**
- **IG advises the Commander, trains local inspectors, and evaluates the effectiveness of the OIP**



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### Components of the OIP



*The integration of inspections*



AR 1-201, paragraphs 2 to 3-5

The Inspections Guide, pages 10, paragraph 3 and 21



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### **Battalion OIP**



- **The battalion is the basis building block of the OIP**
- **The battalion OIP normally includes Command Inspections (Initial and Subsequent) and Staff Inspections**
- **The battalion OIP focuses on areas that immediately impact on readiness and that reinforce goals and standards**
- **Teaching and training is a goal of company-level command inspections**





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### **Group OIP**

- **The Group OIP normally includes Command Inspections, Staff Inspections, and Staff-Assistance Visits**
- **The Group OIP focuses on units and functional areas**
- **At a minimum, the Group OIP will include inspections of the Group headquarters company**
- **The Group OIP must complement the battalion commanders' programs and avoid redundancy**



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### **TSC OIP**

- **The TSC OIP normally includes Command Inspections, Staff Inspections, IG Inspections, Audits and Staff-Assistance Visits**
- **At a minimum, the TSC OIP will include inspections of the TSC headquarters company and all subordinate Group's OIPs.**
- **The TSC OIP must complement the Group and Battalion commanders' OIP and avoid redundancy**



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### **Developing an OIP**

- **S3s designated as the overall OIP coordinator**
- **Articulate the commander's overall inspection guidance**
- **Assign responsibilities for command and staff**
- **Address relevant categories of inspections**
- **Capture all inspections that affect the command**
- **Establish the standards and scope for each type inspection**
- **Explain how to use the local IG to help train soldiers**



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# **Command Inspections**

- **A scheduled, formal, tailored event**
- **Commander actively participates**
- **Includes an in-brief, functional inspections, out-brief, and follow-up**
- **Two Types:**

### **Initial Command Inspection**

- **A comprehensive and diagnostic Free Bee**

### **Subsequent Command Inspection**

- **Measures Commander's progress**



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# Initial Command Inspections



- Required for all Commanders
- **Within 90 days for the Active Component**
- Identifies unit strengths and weaknesses
- Comprehensive
- Included on the training schedule
- Cannot be used to evaluate the Commander
- Helps commanders establish goals, standards, and priorities
- Not used to compare units
- Results go to the inspected unit commander only (IG can get generic results)

**The inspecting commander must be present and participating in the inspection!**



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# **Subsequent Command Inspections**

- **Conducted Annually**
- **Measures progress and reinforces goals and objectives established in the Initial Command Inspection**
- **The inspecting commander determines the scope and format of the Subsequent Command Inspection**
- **The inspecting commander may use the results of the Subsequent command Inspection to evaluate the inspected commander**

**The inspecting commander must be present and participating in the inspection!**



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## Staff Inspection

- Led by a staff member of a functional area
- Focuses on a single functional area or a few related area
- Conducted by the lowest-level staff member technically qualified in the functional area
- Should complement Command and IG Inspections
- Compliance oriented



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# Inspector General Inspection

- **Inspector General inspections:**
  - ▢ ➤ Pursue **systemic** issues
  - ▢ ➤ Identify sub-stand performance, determine the magnitude of the deficiency, and seek the reason for the deficiency (**the root causes**)
  - ▢ ➤ Teach systems processes and procedures
  - ▢ ➤ Identify responsibility for corrective actions
  - ▢ ➤ Spread innovative ideas

**AR 20-1, Paragraph 6-3, and AR 1-201,  
Paragraph 3-5**





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## **Audits**

- **Provides information, analyses, appraisals and recommendations**
- **Three Forms:**
  - Formal,**
  - Follow-up**
  - Quick Reaction**



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## **External Inspections**

- **Directed by Higher HQ**  
**DoD, USFK, DA, Eighth US Army**
- **ACofS, G3 is initial point of contact for all external inspections and audits.**
- **ACofS, G3 tasks subordinate units and staff to maintain over watch**
- **ACofS, G3 will resolve calendar conflicts concerning external**



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# **Inspector Preparation**

- **Thorough understanding of applicable regulations, policies, and SOPs**
- **First orient on unit policies, then study the next units and so on....**
- **Use the Root Cause Analysis Model to find the root of a problem**
- **Use your local Inspector General to assist in inspection preparation**



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## The Root Cause Analysis Model



The Inspections Guide, pages 24-29, Figure 5, paragraphs 3-16 through 3-22



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# **DAIG Inspection of the OIP**

## **FY 02**

### **Findings:**

- **Commanders and staff lack a general understanding of the OIP.**
- **Initial Command Inspections are not executed within regulatory guidelines (90 days for active component)**
- **Commanders do not always participate in command inspections.**
- **Significant Observation: Inspecting Commanders do not provide the inspected commander an assessment of strengths and weakness upon completion nor do they use subsequent command inspection results to measure progress and reinforce goals and standards established during the ICI.**



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# **DAIG Inspection of the OIP**

### **Findings:**

- **Follow up inspection plans to correct deficiencies are frequently not developed, monitored, or conducted.**
- **Existing inspection programs are tailored and do not complement subordinate commanders' needs**
- **Leaders and staff are trained to plan and conduct inspections in accordance with Army policy.**
- **Inspectors General are not used as OIP advisors in accordance with AR 1-201.**
- **The Army Staff does not conduct an annual review of inspections for which they are the proponent.**
- **The effectiveness of the OIP is limited due to inconsistent guidance delineating responsibilities for development, coordination, and execution of the program.**
- **DAIG is currently revising AR 1-201, Army Inspection Policy. Not updated since 1993.**



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### Need Assistance?

The 19th TSC Inspector General is available and best qualified to train staff & unit inspectors in inspection techniques and inspection planning. For training staff, unit, and IG inspectors, the IG uses "The Inspections Guide," published by the Department of Army Inspector General Agency. This guide is available to all inspectors -- including non-IGs. Staff principals and unit commanders should arrange for training directly with the 19th TSC IG.



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# **Questions?**